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## **FORMULATING OPERATIONAL AND PREPARATORY STRATEGY BY THE EXAMPLE OF NATIONAL SECURITY STRATEGY**

### **1. Introduction**

Every stakeholder operating in the long-term way must have a prepared strategy of operation including the definition of the strategic aims and the ways of implementing them together with the means which are needed for them. The strategy must include all the aspects of activities and ensure their coordination. At the level of a national organization, ensuring the national security is a very important aspect of functioning, which requires a preparation of a proper strategy, in line with the national security at the country level. National security strategy must be also a complex strategy referring to the different kinds of security presented in the article. What is more, its preparation in the form of an operational and preparatory strategy greatly facilitates its implementation pointing at such areas of the national security which must be improved or adjusted.

### **2. Security**

A security of a given stakeholder is an area of its activity which aim is to ensure the survival (existence) and the freedom of implementing own interests in a very difficult environment particularly by making the most of the chances (favorable conditions), facing the challenges, reducing the risk and preventing it as well as opposing any kinds of threats for a given stakeholder and its interests. It is a primary, existential need of individuals, social groups and finally of the countries. However, it is not only connected with the assurance of integrity or independence but also with the development security, which gives protection and the enrichment of the identity of individuals or of a nation. The security in the subjective dimension defines whose security it mentions which means that it is often considered in an individual, national (state) or international aspects. In the

objective aspect it concentrates on the content of the security and the analysis of its single areas together with the characteristic means and ways of ensuring security. In turn in the functional dimension it concentrates on the changeability during the threats and challenges of security, facilitating the analysis of the process of evolution and shaping the level of security of a given stakeholder<sup>1</sup>.

A state security is often associated with a national security and it is sometimes treated as a narrower option referring to the protection and the defense of the existence of the country against the different threats whereas the national security also takes into consideration the values and needs of an individual and the different social groups and as a consequence the activities which help to implement them, which are typical for a democratic state.

National security, according to Waldemar Kitler, is the most important value, a national need and a priority for the activities of the states, individuals and social groups and at the same time a process including the different means, guaranteeing a durable existence free from any extortions together with the national development, a protection and a defense of the state as a political institution and a protection of an individual and the whole society, its welfare and a natural environment against the threats which significantly limit its functioning or which are detrimental to values that have to be particularly protected. Ensuring the security of the state by the state authorities and local governments as well as by the society and citizens refers to two basic areas. The first one includes the elements connected with the security and the protection of values and national interests against the existing and potential threats and the second one to creating internal and external conditions for the free development and meeting the challenges which a society gets because of changeability, unpredictability and civilizational progress<sup>2</sup>.

State security includes the following types of security:

- ecological safety – the protection of ecosystems which are necessary to maintain the achieved level of civilization and the activities which eliminate and decrease any threats for individuals and animals so guaranteeing the safety of development, health and life in the time perspective;
- common – a condition ensuring the protection of life and health of citizens as well as national welfare against the effects of national disasters and technical disasters,

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<sup>1</sup> S. Koziej, *Bezpieczeństwo: istota, podstawowe kategorie i historyczna ewolucja*, Bezpieczeństwo Narodowe 2011, nr 2, p. 20; M. Pomykała, *Bezpieczeństwo jako kategoria prawna*, [in:] A. Letkiewicz, A. Misiuk (ed.), *Państwo. Administracja. Policja*, Wydawnictwo Wyższej Szkoły Policji w Szczytnie, Szczytno 2012, pp. 90-92.

<sup>2</sup> A. Tyburska, *Ochrona infrastruktury krytycznej. Zarys problematyki*, Wydawnictwo Wyższej Szkoły Policji w Szczytnie, Szczytno 2012, pp. 24-26.

- military – a condition which is the effect of the maintenance of the properly organized and equipped military forces and the military alliances which are made; a readiness to protect a state and its alliances;
- economic – a level of the development of national economy system which ensures a high effectiveness of its functioning through a proper usage of the internal development factors and a capacity to oppose effectively external pressures which can lead to the distortions of development;
- political – a condition which allows the institutions and the organizations participating in the political life to fulfill their functions without any distractions; undertaking different actions and engaging the means directed at the assurance of the political sovereignty of the state;
- social – a totality of the legal, organizational and educational activities conducted by the authorities, non-governmental organizations and the very citizens which aim is to ensure a level of life to individuals, families, social groups and preventing their marginalization and social exclusion;
- cultural – a care for the preservation and nurturing of the values testifying the national identity by implementing diverse activities in the field of national security as well as benefiting from the experience of other countries in that area and limiting the impact of foreign cultures;
- public – a state of the lack of threat for the functioning of the public administration and realization of its interests allowing a normal, free development<sup>3</sup>.

A security strategy which means defining interests, evaluating the conditions of security, a formulation of the concept of strategy and defining the system of security serves to realize the state security<sup>4</sup>.

### 3. A notion of strategy

The term strategy derives from the Greek word “strategos” which means and art of conducting a war whereas this term was used already 400 years B.C. In 9<sup>th</sup> century this notion was popularized by a Prussian general Carl von Clausewitz as a creation of a war plan and a definition of the single war campaigns. Only in the 30s of the 20<sup>th</sup> century this notion started to refer to politics and economy. Since that time many definitions of the strategy were prepared putting emphasis on its different aspects such as: implementation of aims, a position of the organization, a proper allocation of resources, an avoidance of threats, a usage of the

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<sup>3</sup> Ibidem, pp. 28-31.

<sup>4</sup> S. Koziej, *Bezpieczeństwo: istota, podstawowe kategorie i historyczna ewolucja*, Bezpieczeństwo Narodowe 2011, nr 2, p. 19.



chances in the environment, ensuring the development of the organization, attacking opponents, reacting to changes and so on<sup>5</sup>. The examples of the different definitions of strategies are shown in the chart 1.

Chart 1. Definitions of strategy

| AUTHOR/<br>SOURCE                                   | DEFINITION OF A STRATEGY  |
|---|---|
| Alfred Chandler<br>(1962)                           | A strategy is a definition of long term aims and intentions of a company, as well as a choice of the direction of operation and an allocation of the sources necessary to achieve these aims.   |
| Kenneth Andrews<br>(1971)                           | A strategy is a model which consists of aims, intentions and basic activities which aim at achieving these aims. It defines what is and what should be the operation of the company; it defines a current and a desirable condition of the company.   |
| Oxford Pocket<br>Dictionary<br>(1974)               | A strategy is an art of waging a war which means such a planning of the movement of land troops, ships and so on in order to achieve a desirable positions; also a plan of prudent actions in business and politics.  |
| Kenichi Ohmae<br>(1983)                             | A growth of the company as effective as possible together with withstanding the pressure from the competitors is the only aim of the strategic planning. The strategies show how the companies can use their strengths in relations to single competitors on the market in the most effective way.  |
| Robert D. Buzzell,<br>Bradley T. Gale<br>(1987)     | The ways of acting and the decisions with a key influence on the company's finances adopted by the managers. These decisions and activities are usually unreversable and are connected with the usage of the considerable resources of the company.   |
| Longman Dictionary<br>of Business English<br>(1989) | A strategy is a plan which defines the behavior of the company in the future. However, it cannot be an ordinary one but the one taking into consideration all the elements which can have an influence on the final success. It is therefore such a plan which defines the ways and means allowing a company to develop and achieve defined aims on the conditions the most beneficial for it with a good cooperation with the environment. |
| Webster's New<br>Dictionary and<br>Thesaurus (1990) | A strategy is a systemized activity which aim is to outsmart an enemy, catch somebody out.  |
| Hartmut Kreike-<br>baum (1997)                      | Strategies reflect a way how a company uses its current and potential forces in order to face the changes in the environment implementing at the same time its own aims.  |

<sup>5</sup> Compare. H. Thomas, M. Pruett, *Introduction to the Special Issue: Perspectives on Theory Building in Strategic Management*, Journal of Management Studies January/1993, p.p. 4-5.



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| Strategor (1997)                                 | A definition of the company's strategy means to choose an area of activity in which it wants to be present and to define the resources which are necessary for the survival and development.  |
| Józef Penc<br>Leksykon biznesu (1997)            | A strategy of the company is a definition of aims and tasks in the long period of the company's functioning and the preparation of the package of ways to improve its own situation on the market and in the branch of its own operation enabling a decrease of the risk related to the existence of threats for the future development and the increase of the usage of the appearing chances and possibilities.   |
| Ricky W. Griffin (1998)                          | A strategy are general frameworks for the activities developed on the level of the company.   |
| Roman Niestrój<br>Leksykon marketingu (1998)     | A strategy is a general characteristic of applied or planned way of achieving a given aim in a complex decisional situation.  |
| Rafał Krupski (1999)                             | A strategy is an adopted behaviors of the organization towards its environment and its interior.  |
| Gerry Johnson,<br>Kevan Scholes (1999)           | A strategy is a direction and the range of the activity of the company in the long run which aim is to achieve an advantage by a proper configuration of the resources adjusted to the changes in the environment in order to satisfy the market needs and fulfill the expectations of stakeholders.  |
| J. Daniel Beckham (2000)                         | A strategy is a plan which allows to pass from a given point in the presence to a certain point in the future facing uncertainty and oppositions.   |
| Bolesław Rafał Kuc (2000)                        | A strategy defines a unified set of the company's activity and defines a way of using the resources bringing closer the execution of those diverse tasks.   |
| Grażyna Gierszewska (2000)                       | A strategy of the organization is a general way of defining and implementing the aims of the company and the execution of its mission which includes the distribution in time of the reactions of the company for its environment.  |
| Irena K. Hejduk,<br>Wiesław M. Grudzewski (2001) | A strategy is a defined concept of a complex activity which means a formulation of a few long-term aims of the company and its modification depending on the changes taking place in its environment, defining the resources and means necessary to implement these aims and the ways of behavior ensuring their optimal distribution and usage in order to react in a flexible way to the market challenges and ensuring the company beneficial conditions for the existence and development as well as for the economic growth. |

Source: I. Penc-Pietrzak, *Analiza strategiczna w zarządzaniu firmą*, C.H. Beck, Warszawa 2003, pp.168-169.

While putting the emphasis on the usage of the strategic analysis in the creation of the strategy, the following definition can be proposed: a strategy is a long-term plan of activities prepared on the basis of the analysis of environment and the potential of the organization which allows for the best usage of the chances and the avoidance of the appearing threats in its environment by allocating properly the resources and using the potential advantages which aim is to implement its mission and vision.

A strategy understood in this way should:

- include specific and clearly formulated strategic aims,
- point at means and ways of achieving the aims,
- be in line with the mission and vision of the organization,
- include the whole organization, all its functions and subsystems,
- define the needed resources, skills and competences of the organization and the proper ways of their allocation and usage,
- create a competitive advantage based on strengths reducing at the same time the weaknesses of the company,
- lead to a creation of the added value,
- effectively use the chances in the environment avoiding or limiting the treats at the same time,
- lead to the improvement of the company's activities,
- include the timeline which allows to foresee the potential changes,
- show the possible results considered in reference to expenditure,
- define an optimal level and kind of risk connected with the realization of the plan,
- be a coherent plan of activities for the different units of the organization,
- be flexible, enabling an adaptation to the changes taking place,
- be real, possible to be implemented,
- motivate employees to act, increase their engagement in the implementation of the strategy,
- ensure a coherence of the activities deriving from the strategy with the interest of the different stakeholders,
- create a positive image of the organization,
- be flexible and in line with the binding law.

The formulation of the strategy is a complex process which requires the understanding of the potential threats and difficulties, the advantages of the competitive stakeholders and their envisaged actions as well as those resources, competences and actions of the organization which can ensure the success in the future. The strategy which is designed should be unique, based on the results of the different analysis of the environment and the potential of the organization, a clear concept of the needed chances and the coordination of activities as well as

knowledge and creativity in order to ensure a development of the company and the improvement of its position in the environment. Each organization has its own specificity, different advantages and distinctive competences as well as the different aims and priorities of acting.

#### **4. Models of formulating the strategy**

While starting to define a strategy, the managers should define what they intend to achieve in the short period of time. They need to define the strategic aims in line with the mission and vision of the company. These aims should refer both to the whole organization and its single functions and to the different kinds of activities. While defining the aims it is necessary to remember about their hierarchy and to formulate them in a such a way that they are not contradictory.

Then it is necessary to conduct a strategic analysis which consists of the analysis of the environment, the analysis of resources and a comparison of their effects. The analysis of the environment includes also the macro environment creating the framework conditions of the functioning of the company. It can be analyzed both in the subjective way (economic factors, political factors, referring to regulations and legal, international, organizational, demographic, social- cultural, technical, technological, infrastructural and ecological) factors and in the objective way concentrating on the different kinds of organizations such as national and local authorities, media, ecological movements, research and development institutes, companies and so on. An analysis of the micro environment is also necessary, which means that the research must also include the current and potential competitors, suppliers, intermediate and final consumers, collaborators and the different institutions. In the analysis of the environment it is possible to apply such methods as: PEST analysis (research on political, economic, social and technological factors) or its variations, scenarios of environment, analysis of stakeholders, ETOP analysis (a profile of chances and threats in the environment), benchmarking (a comparison with an exemplary organization), cluster analysis and the methods which allow to define the sector analysis that is the method of “5 forces”, a map of strategic groups and evaluation and sector analysis.

The analysis of the potential of the organization has a detailed analysis of the resources which are possessed, the evaluation of the correctness of their allocation and their reallocation or complement or obtaining new resources in case of the detected shortages as its aim. The following methods of strategic analysis are the most popular: SAP/CAP analysis (a profile of strengths and weaknesses of the organization), a strategic balance which means an evaluation of resources in a few strategic areas; analysis of the resources of Hofer and Schendel, which means an



identification and assessment of financial resources, material, human organizational resources in a functional approach, the analysis of the chain of values which aim is to increase the value of products for stakeholders; portfolio methods such as BCG matrixes GE/McKinsey, ADL, Hofer's matrix and others which allow to choose a proper strategy for a particular kind of activity.

After the analysis of the environment and the resources it is necessary to compare their results in order to define a strategic position of the organization. SWOT analysis in its different forms is the most common but it is also possible to use a different method e.g. SPACE analysis.

The definition of the position of the organization in its environment and the knowledge of its resources allow for a verification and supplement of the strategic aims.

Afterwards, a few variations of the strategy are designed. They can have a descriptive character or a balanced scorecard method can be applied dividing the strategic aims into tactical and operational together with their measurers. If a scenario planning was used at an earlier stage, the variations of the strategy are based on scenarios and the choice of the strategy is a consequence of implementing one of the scenarios. If the results of the strategy do not result directly from the scenarios, while evaluating and choosing the best scenario it is necessary to use a set of the different criteria such as: consistency, feasibility, compliance with the mission and vision, usage of the opportunities and advantages of the organization, a creation of an added value, a level of profits, a level of risk and so on<sup>6</sup>.

It is also possible to prepare immediately one strategy omitting the stage of formulating a few variations and the evaluation, comparison and a choice of one of them.

A preparation of the so-called operational strategy, which according to J.C. Anderson, G. Cleveland and R. Schroeder is a set of aims, plans and policies defining which operational functions will support the company's strategy is the next step<sup>7</sup>. It helps to put the activities in order and to define the order of tasks for the single organizational units in such a way that they mutually support each other.

A preparatory strategy is the logical sequence of the operational strategy. It defines the changes within single subsystems and the functions of the organization, including the changes of procedure and the modernization of the infrastructure which allows to implement a strategy.

The process of the formulation of the strategy is presented in figure 1.

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<sup>6</sup> More on the formulation of the strategy, [in:] I. Penc-Pietrzak, *Planowanie strategiczne w nowoczesnej firmie*, Wolters Kluwer, Warszawa 2010.

<sup>7</sup> S. Kasiewicz, *Zarządzanie operacyjne w dobie globalizacji*, Difin, Warszawa 2002, p. 67.

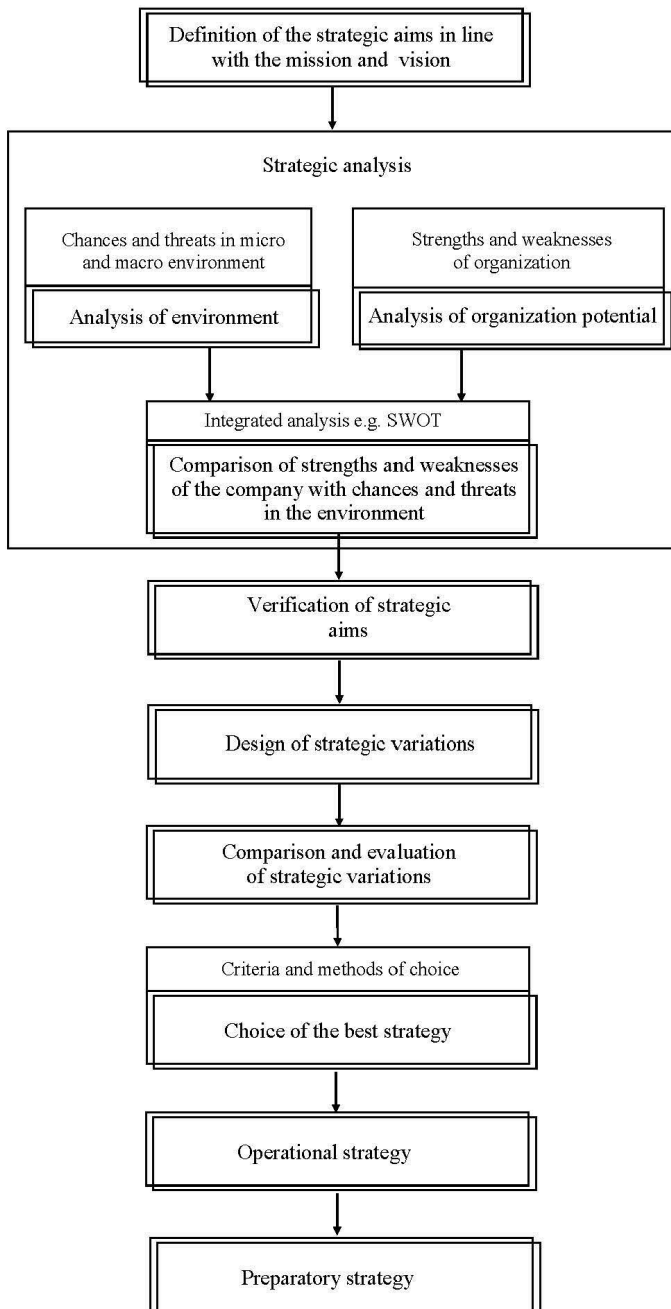


Figure 1. Model of formulating a strategy  
*Source: own preparation.*

While formulating a strategy, it is necessary to obey a few rules. They includes<sup>8</sup>:

1. The rule of purposefulness – each strategy should have a clear aim understood by the employees implementing it.
2. The rule of initiative – every strategy should include the activities which overtake the processes taking place instead of being a reaction to them; strategic activities are not the offensive ones – the stabilization can happen only when the consolidation of forces before a new offensive is taking place.
3. The rule of the concentration of resources – a concentration of resources takes place in the whole society by their allocation in order to obtain a competitive advantage.
4. The rule of the concentration of activities – an organization in the majority of cases is not strong in all the fields of activities so it is necessary to concentrate the activities in these areas in which its strength can be used.
5. The rule of a free allocation of resources – an organization must possess the resources which can be allocated in case of the change of the implemented strategy.
6. The rule of the defined responsibility – it is necessary to appoint people responsible for the implementation of the partial and main aims.
7. The rule of coordination – the achievement of aims requires a cooperation between all the elements of the organization.
8. The rule of safety – the achieved competitive gain over the competitors results e.g. from the usage of the widely unavailable information and that is why the information which define the competitive advantage should be protected.
9. The rule of surprise – the competitive advantage often results from the lack of the competitors' reactions to the conducted activities.
10. The rule of simplicity – the formulated plans should be simple and comprehensive as while implementing them there are anyway a lot of unpredicted situations which further complicate their implementation.
11. The rule of flexibility – a co-dependence of the elements creating an organization should allow the adjustment to changes caused by the unpredicted factors.
12. The rule of the maximum usage of the strength – it is necessary to make the most of the competitive advantage and to maintain the pressure towards the competitors.

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<sup>8</sup> M. Rajzer, *Strategie dywersyfikacji przedsiębiorstw*, PWE, Warszawa 2001, pp. 52-53.



Besides the aforementioned rules, while formulating an effective strategy a model ACTIFELD prepared by Geoff Coyle can be effective. According to this model, while defining a strategy it is necessary to<sup>9</sup>:

- A – ask o good strategic question.
- C – come to grips with the system’s complexity.
- T – think about the future’s possibilities.
- I – identify strategic actions.
- F – find a viable organization to implement the plan.
- E – evaluate acceptability of the proposed changes to the stakeholders and assess resource requirements.
- L – look for obstacles and remedies.
- D – decide on course of action and evaluate risks.

These recommendations allow to look at the strategy from the point of view of the concerned organization for which it is prepared and from the point of view of the different stakeholders. They also help already at the stage of the creation of the strategy to take the decisions which facilitate its implementation.

## **5. Operational and preparatory strategy of the Polish security**

In case of the strategy of the national security, a model of the strategy formulation must be adjusted to the area in which the aims are defined and the analysis conducted that is security and to the stakeholder for which the strategy is prepared that is the state. In practice this means a definition of strategic aims which are in line with the Constitution of the Republic of Poland, an analysis of the environment of the national security and the potential of the national security and a formulation of the strategy which takes into account the national interests in the field of security resulting from the Constitution of the Republic of Poland.

The model of formulating a strategy of national security is presented in figure 2.

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<sup>9</sup> G. Coyle, *Practical Strategy*, Prentice Hall – Pearson Education, Harlow 2004, p. 299, 143

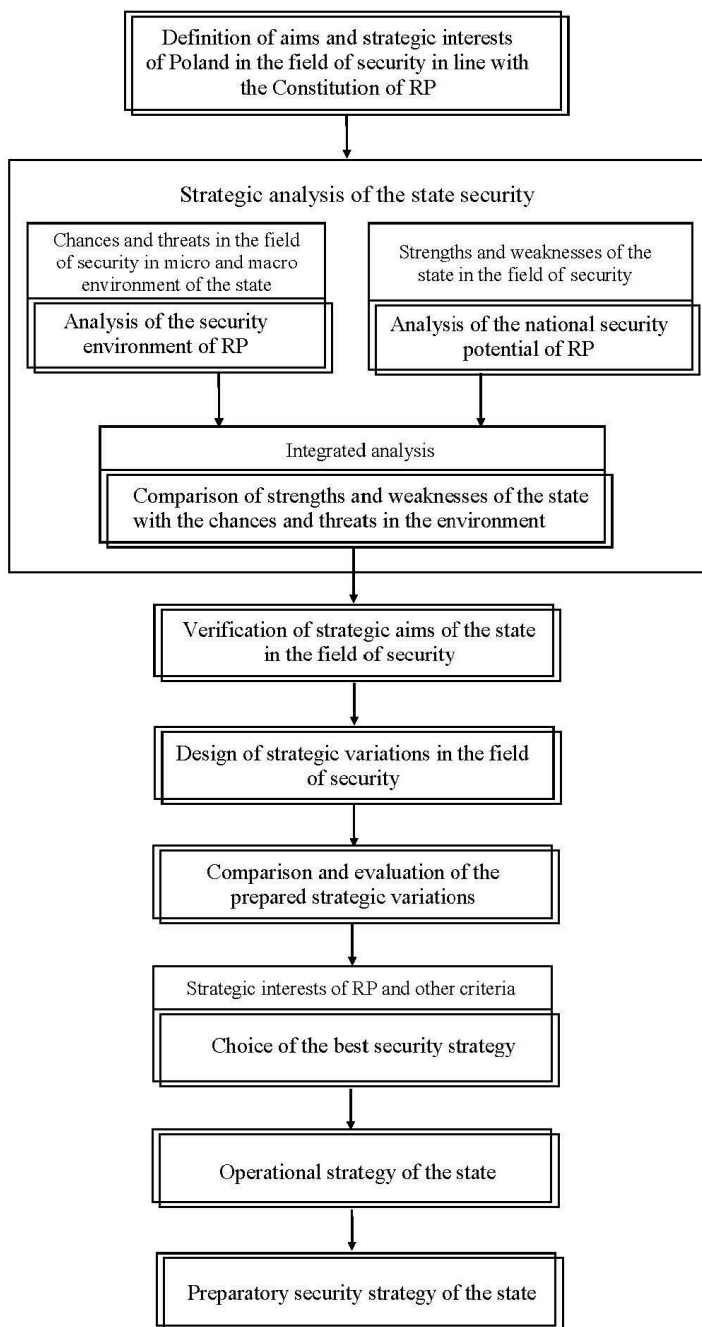


Figure 2. Model of formulating national security  
*Source: own preparation.*

With such a wide analysis and as a result with a significant number of factors which are taken into consideration it is possible to simplify a model of the strategy building immediately one strategic option (one strategy). It should take into consideration as much as possible the strategic interests of the state and fulfill other criteria adopted by the planning team.

In Poland in the years 2010-2012 a Strategic Review of the National Security was conducted and its results were included in the secret Report and in the White Paper of the National Security of the Republic of Poland. Then a Strategy of the National Security of the Republic of Poland was designed which was approved by the President of the Republic of Poland in November 2014.

The strategic aims in the field of the national security were a starting point to create this strategy. They were as follows:

- a maintenance and a demonstration of the readiness of the integrated security system to the usage of chances, taking challenges, reduction of risks and preventing threats;
- an improvement of the integrated system of national security and particularly its elements of management, including the assurance of necessary resources and capacities;
- a development of the defensive and protective potential adequate to the needs and capacities of the state and the increase of interoperability within the NATO and the UE;
- increase of the readiness and capacity of NATO for the collective defense and the coherence of activities of the UE in the field of security; a creation of a strong position of Poland in both organizations;
- a development of a close cooperation with all the neighbors and a creation of partner relations with other states, including the ones which serve the prevention and solving of conflicts and international crises,
- a promotion on the international scale of the rules of international law and universal values such as: a democracy, human rights and civic freedoms as well as an increase of the awareness of human and citizens right in the Polish society;
- assurance of the common security by improving the national emergency and fire system and the system of monitoring, informing, warning against threats and limiting the effects of natural disasters and implementing the legal solutions and organizational solutions in the protection of citizens and civil protection;
- improvement and the development of the crisis management system in the direction of its internal coherence and integrity and facilitation of undistorted cooperation within the systems of crisis management of the international organizations where Poland is a member;
- a protection of the Polish borders, which are the external borders of the UE; prevention of organized crime, including the economic crime; a protection of a public order;



- improvement of the systemic solutions for the preventing and combating terrorism and a proliferation of the weapons of mass destruction;
- an assurance of the safe functioning of the Republic of Poland in the cyber space;
- an assurance of the safe conditions of the development of human and social capital and innovativeness, effectiveness and competitiveness of economy and a financial stability of the state;
- an assurance of the energetic safety and climatic safety as well as environment protection, biological diversity and natural resources, particularly water resources as well as shaping land-use plan in a way which increases the resistance to any threats, mainly the military ones, technological and natural ones;
- an assurance of food safety;
- conducting an effective family policy and an adjustment of migration policy to new challenges;
- deepening of social awareness in the field of security and the increase of the citizens competences allowing to react properly in the crisis situation.

The national interests in the field of security, resulting from the Constitution of the Republic of Poland are defined as:

- possessing an effective national potential of security ensuring a readiness and a capacity to prevent threats, including repelling and protecting against them and eliminating their consequences;
- a strong international position of Poland and a membership in trustworthy systems of international security;
- individual and collective protection of citizens against the threats of life and health and against a violation, loss or a degradation of welfare important for them (material and immaterial);
- the assurance of the citizens' rights to use the freedoms and rights, without any damage to the safety of others and a national security and the assurance of national identity of cultural heritage;
- the assurance of durable and sustainable development of social and economic potential of the state, with a particular attention paid to the protection of natural environment and the conditions of the life and health of the population as the basis of the existence.

The analysis of the Polish security was conducted in three dimensions: global, regional and national. The global dimension included the process of globalization, the activities within the UN, the activities of the countries remaining outside of the system of international cooperation, disarmament agreements, maintenance of authoritarian rules, international terrorism and organized crime, cybercrime and other threats related to the development of the Internet, different forms of extremism and an increase of demand for energy, food and drinkable water. In the

regional dimension the security of Europe was discussed depending on the activities of the NATO, the activities of the UE, a strategic presence of the USA in Europe and relations with Russia, the sources of the potential destabilizations were analyzed as well as the risks of the regional conflicts, a level of military and political capacities of the NATO, Common Security and Defense Policy implemented by the European Union, defense budgets of the members of the NATO and the UE, a reorientation of the American foreign policy, relations between Russia and the West, a regional cooperation in the field of defense, changes in the countries neighboring with the EU from the East, a situation in the region of North Africa and Middle East, functioning of Organization for Security and Cooperation in Europe, a weakening of the regime of the control of conventional weapons and the systems of the means of building trust in Europe, the safety of cyberspace, ageing of the population of European countries, energetic safety and a maintenance of the biological diversity. In the national dimension the following aspects were analyzed: a demographic situation, unemployment and social stratification, health safety of citizens, common security and public order, a threat of terrorism, the activities of foreign secret services, a safe functioning of the ICT system of the Republic of Poland, a corruption threat, a safety of financial system, energy safety, competitiveness of Polish economy and the sector of services and the decapitalization of the national welfare.

A strategic potential of the national security was also analyzed paying attention to such elements of it as: a system of national security, a sub-system of management, executive subsystems, defensive potential, protective potential, social potential, energetics and a transport system.

Taking into consideration the results of the aforementioned analysis, in the context of the strategic priorities in the field of the security of the Republic of Poland, a strategy of the National Security of Poland was formulated. It was divided into a concept of strategic activities (operational strategy) and the concept of the strategic preparations (preparatory strategy).

Within the operational strategy, three priorities of the security policy which define the main direction of the strategic activities were formulated. They are as follows:

- an assurance of the readiness and a demonstration of determination in the sphere of security and protection and an increase of the national capacities of protection, with a particular treatment for such areas of the national security in which allied common activities may be difficult;
- a support of the processes which serve to strengthen the capacity of the NATO for the collective Defense, a development of Common Security and Defense Policy of the UE, a strengthening of strategic alliances (including the USA) and strategic relations with partners in the region;

- a support and a selective participation in the activities of the international community, implemented on the basis of the norms of international law, which aim is to prevent the new sources of threats, reacting to the existing crises and the prevention of their proliferation.

According to these priorities, Poland organizes and conducts the following kinds of strategic activities: the defense activities, the protection activities, activities in the field of social security and the activities in the area of the economic safety. A permanent readiness to react to threats for independence and territorial integrity of the Republic of Poland are the essence of the protective activities. They are supported by such activities as: diplomatic activities for security, military actions, secret service activities and counterespionage activities in the field of defense and the functioning of scientific and industrial protective potential. The assurance of the conditions to maintain a constitutional order, internal stability of the state, a general safety and public order, both of the common and individual resources as well as the functioning of the critical infrastructure are the essence of the defense activities. They are supported by the activities of the justice system, counterintelligence protection, prevention and combating terrorism and extremism, assurance of the safety of Poland in cyber space, protection of secret information, protection of critical infrastructure, a maintenance of safety and public order, assurance of the common safety (rescue and civil protection), a protection of the national border, a protection of the most important authorities and public administration, crisis management, prevention and fighting with corruption and phenomena likely to cause corruption and the health protection.

In turn the essence of the social activities in the sphere of security is the creation of the safe conditions for a decent life of citizens and the spiritual and material development of the society. These are supported by: a protection and strengthening of the national identity, education for security, media activities for security, risk prevention for demographic safety and the assurance of the social security. The essence of the economic activities in the field of safety is a protection of stakeholders and the material economic resources of the potential of national security against the threats during peace, crisis and war and a support of operational subsystems of the national security system. These are supported by: the increase of the financial security, the increase of energetic safety, maintenance of the strategic reserve, increase of the food safety, protection of the natural environment, assurance of the safety of the key special structures of the national economy as well as the scientific research and development works for safety and protection. In all these areas specific directions of development and needed activities are advisable.

The basic assumption of the preparatory strategy is a proper connection in the system of the national security of all its elements: both military and nonmilitary, internal and external. These activities can concentrate on the realization of three preparatory priorities:



- a proper integration of the subsystem of the management of the national security,
- a professionalism of the operational subsystems (protective and defense),
- a universality of the preparation of the support subsystems (social and economic).

Key tasks are connected with a definition of the legal basis and organizational basis of an integrated system of a national security and an implementation of the rules and procedures of politically-strategical management of the national security, which are the same in all the level of the state security. The activities which aim at integrating the management of the national security include the necessary changes on the institutional, infrastructural, procedural and legislation levels. The preparation of the defense subsystem refers to the maintenance and a quality transformation of the potential of national security in the field of defense so the development of diplomacy, military forces of the Republic of Poland, secret services operating in the field of defense and industrial defensive potential. In turn, a preparation of the defensive subsystems is connected with the development (organizational, technical, related to trainings) of the services, guards and all other institutions responsible for the protection of citizens, public order and crisis management and ensuring a freedom of civil rights and freedoms. This refers mainly to: system of justice, secret services, institutions preventing and fighting with terrorism and extremism, institutions responsible for cybersecurity, institutions protecting secret information, institutions protecting critical infrastructure, services of public order, services of common safety (rescue and protection of civils), border guards and services protecting the most important authorities and public administration. The preparation of the social subsystems of national security means an assurance of an effective functioning in case of threats and a war and an improvement of the principles, procedures and capacities of implementing the tasks of the social support of operational subsystems. This refers to the system of the protection of the national heritage, the institutions of education for security, the role of media in the system of national security, prevention demographic threats and social security. On the other hand a preparation of the economic subsystems of the national security means a preparation and an implementation of the proper strategies and programs of ensuring a safe functioning of the state economic stakeholders in times of danger and war and a realization of the economic operational tasks of the subsystems of the national security system. This preparation refers to the institutions of the financial safety, stakeholders of energetic safety, the system of strategic reserves, food safety, stakeholders of the protection of the natural environment and the scientific units. In the reference to all these areas and stakeholders the ways of improving them are indicated.

The ministers managing the government administration, heads of central offices, voivodes, organs of local government and other stakeholders who are responsible for security are responsible for the implementation of the Strategy of the National Security of the Republic of Poland. The verification of the arrangements included in this strategy and a preparation of the proposal of its update takes place e.g. in the framework of the Strategic Review of the National Security<sup>10</sup>.

The results of the next Strategic Review of the National Security will have the impact on shaping a New National Security Strategy of the Republic of Poland. According to the announcement made by National Security Bureau published in July 2015 the strategic priorities in the field of the national security of the Republic of Poland are as follows<sup>11</sup>:

1. Completion of the work on updating national operational plans and the development programs (preparatory programs) and the end of this strategic cycle with a verification of the functioning of the security system in the framework of the exercise KRAJ and later a beginning of the next Strategic Review of the National Safety.
2. A consolidation and supraministerial integration of the system of the management of national security.
3. Construction of the system of strategic resilience to aggression.
4. An organization of the national system of information safety including the acceleration of the construction of the cybersecurity system.
5. Improvement of the system of the preparation of the mobilization reserves together with a reform of National Reserve Forces.
6. Implementation of the "third wave" of the technical modernization of the National Armed Forces of the Republic of Poland (cyber protection, unmanned systems, precision-guided weapons).
7. Launch and implementation of the National Program of Unmanned Systems which is a driving force of the innovativeness of the national scientific and industrial potential.
8. Measures strengthening the NATO.
9. Measures aiming at a strategic empowerment of the UE and a development of the cooperation NATO-UE (political and strategic response to hybrid threats).
10. Strengthening of strategical partnerships, mainly an alliance with the USA.

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<sup>10</sup> *Strategia Bezpieczeństwa Narodowego Rzeczypospolitej Polskiej*, Warszawa 2014, pp. 7-57.

<sup>11</sup> BBN, *Dekalog priorytetów strategicznych w dziedzinie bezpieczeństwa narodowego RP (komunikat)*, [http://centrumprasowe.pap.pl/cp/en/news/info/34375,bbn-dekalog-priorytetow-strategicznnych-w-dziedzinie-bezpieczenstwa-narodowego-rp-\(komunikat\)](http://centrumprasowe.pap.pl/cp/en/news/info/34375,bbn-dekalog-priorytetow-strategicznnych-w-dziedzinie-bezpieczenstwa-narodowego-rp-(komunikat))

## 6. Conclusion

As noticed by Tomasz Aleksandrowicz, the Strategy of National Security of Poland was based on a systemic analysis. It is internally coherent and complete, it notices and puts the emphasis on the feedback between security and e.g. social awareness or a level of life and an access to health services. What is more, it constitutes a kind of unity, being a part of the wider strategy, that is a strategy of the Polish development<sup>12</sup>.

The strategy was in a logical way divided into the operational and the preparatory strategy. The first one includes the strategic aims and the ways of achieving them in the contemporary and futures conditions of the state security and the second one points at the ways of the preparation of a system of national security taking the implementation of these aims into consideration. Such a way of the formulation of the strategy facilitates its implementation and the monitoring of the level of the achievement of single aims.

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<sup>12</sup> T. Aleksandrowicz, *Strategia Bezpieczeństwa Narodowego RP*, <https://wszystkoonajwazniejsze.pl/tomasz-aleksandrowicz-strategia-bezpieczenstwa-narodowego-rp/>, access on 03.08.2016.